

## Public Sector Reforms and Bureaucratic Efficiency: Nigerian Experience

**Agnes Ubana Enang**

Department of Public  
Administration  
University of Calabar, Calabar

**Article DOI:**

10.48028/iiprds/ijsrhlir.v9.i1.14

### Abstract

The study focuses on public sector reforms and bureaucratic efficiency in Nigeria. The objective of the study is to assess the impact of public sector reforms and bureaucratic efficiency in public service delivery. The general question to guide the study is, has public sector reforms and bureaucratic efficiency contributed in solving the problem of inefficiency in the provision of public goods and services? The research methodology used is quantitative method, instruments used were questionnaire, observation and the secondary source of data. Chi-square statistical techniques are employed to determine the impact of public sector reforms and bureaucratic efficiency on public service delivery. The findings show that, bureaucratic efficiency do not exist in Nigeria and public sector reforms implementation have failed to live up to its projections. This study observed that quality of personnel in public sector, its commitment and discipline for effectiveness and efficiency in service delivery is yet to exist.

**Keywords:**

Public sector,  
Bureaucratic  
efficiency, Reforms,  
Service delivery

*Corresponding Author:*

Agnes Ubana Enang

- ORCID: <http://orcid.org/0009-000-7668-1349>

## **Background to the Study**

Public sector reforms and bureaucratic efficiency have been acknowledged to be closely associated with efficient government administration for the well-being of the people and national development. Explanation of the most successful development experiments are often attributed to dynamic and purposeful public sector reforms implementations. This according to expert in public reforms is likely to produce governance for genuine development characterized by superiority of knowledge, honesty, accountability, efficiency, discipline, resourcefulness and adequate performance for overall development of the society. The main thrust of public sector reforms as penned by public service rules (2009) is to ensure that, the fundamental ethical issues in public sectors are strictly adhere to, in order to entrench transparency, justice, equity, due process and the rule of law which is paramount to the conduct of government business and which all public and civil servants must imbibe. Bureaucracy as the machinery through which government articulate and implements its policies requires, enabling environment to play its pivotal role effectively by, entrenching the core values and professional standards of the service according to Pepple, (2015).

This paper focuses on 'public sector reform and bureaucratic efficiency' using Nigeria as a case study. Emphasis of the research is on four areas;

1. Administrative and civil service reforms operation.
2. "e" governance digital reform operation in public sector (public finance management).
3. Anti-corruption reforms and,
4. Privatization and decentralization reforms operations in Nigeria public sectors as measures, undertaken to address issues of corruptions, inefficiency in service delivery and mismanagement of resources of the public sector.

## **Objective of the Study**

The main objective of the paper is to examine whether public sector reforms and bureaucratic efficiency was able to solve the problem of corruption, inefficiency in service delivery and mismanagement of public funds in Nigeria.

## **Research Question**

The research question designed to guide the study is,

To what extent have public sector reforms and bureaucratic efficiency contributed in eradicating corruption, mismanagement of public funds and inefficiency in service delivery in Nigeria?

## **Research Hypothesis**

There is no positive relationship between public sector reforms and bureaucratic efficiency in service delivery in Nigeria. The study adopts new public management model and third generation model as the theoretical framework to establish the relationship of public sector reforms and bureaucratic efficiency with corruption, mismanagement of public funds and inefficiency in service delivery.

This paper is organized as follows:

Section 1 provides the introduction, section 2 focuses on the conceptual and theoretical framework, section 3 dwells on methodology, results and discussion of findings. This is followed by the concluding remark and recommendation.

### **Conceptual Issues**

Analysis of public sector reforms with reference to bureaucratic efficiency is an important, if not an unavoidable reality of modern administration. The way bureaucratic organization is structured, its rules and regulations governing its operation, affect its efficiency. In Nigeria, the largely inherited colonial bureaucratic structure constitutes a major problem to the efficient delivery of goods and services despite series of public sector reforms implementation. In recent time, reforms initiatives according to Enang, & Ozumba, (2024) have been driven by a number of issues ranging from social, political, economic and technological factors with the sole aim to fix issues of poor organization, weak accountability, inefficiency in service delivery and to create a public service that is more citizen centric, professional that is capable of delivering public goods effectively to, foster national development and improvement of the lives of the citizens.

Okoye, (2017) sees public sector reforms as deliberate changes to a government's structure, processes and operation to enhance effectiveness, accountability and efficiency in service delivery. These reforms involve measures such as civil service adjustment, fiscal management improvement, legal and judicial overhauls to create a more professional, responsive public service to the citizen and, to reduce corruption. Schaeffer, (2015) defines public sector reforms as strategies to strengthen the poor management of public sector which affect negatively the whole structure of modern society, that legitimizes widespread discrepancy between form of government/administration and reality of governance.

Literature on public sector reforms in Nigeria unveils major phases and types as shown by the table below.

**Table 1:** Key Public Sector Reforms (PAR) related programs in Nigeria

S/N	PAR Programs	Reform Measures/Objectives
1	Civil (public sector) restructuring	<ul style="list-style-type: none"> <li>• Enhance efficiency, effectiveness in service dealing.</li> <li>• Rationalize, restructure and strengthen institutions.</li> <li>• Tackle corruption and improve transparency</li> <li>• Create a professional and motivating civil service</li> <li>• Improve public financial management etc.</li> </ul>
2	Civil service reforms: <ol style="list-style-type: none"> <li>Udoji Reform (1974)</li> <li>Dotun Philips Commission (1995)</li> <li>Ayida Pane (1994)</li> </ol>	<ul style="list-style-type: none"> <li>• Improve competence and professionalism through merit-based recruitment and promotion, reduce patronage.</li> <li>• Improve performance</li> <li>• Pay structure and management by objective (MBO) measures.</li> <li>• Adoption of professionalism and meritocracy.</li> <li>• Review previous reforms and restructure civil service for better efficiency</li> </ul>
3	Obasanjo reforms (1999-2007) <ol style="list-style-type: none"> <li>Establishment of bureau of public service</li> </ol>	<ul style="list-style-type: none"> <li>• Monetization of benefits to improve efficiency</li> <li>• Introduction of servicom to establish service compact with all Nigerians (citizen – focus public service)</li> </ul>
4	Biometrics and payroll cleaning	<ul style="list-style-type: none"> <li>• Increase accountability, re-organization of ministries and parastatals streamlining operations to achieve better outcomes with fewer resources.</li> </ul>
5	Public finance management reforms	<ul style="list-style-type: none"> <li>• Treasuring single account (TSA) to centralized government revenue into a single account to reduce leakages and to promote transparency</li> <li>• Government integrated Financial Management Information System (GIFMS)</li> <li>• Automates public financial operation, digital reforms to reduce delays, fraud and duplication of account</li> <li>• Integrated Payroll and Personnel Information System (IPPIS) to reduce ghost workers in the public service</li> <li>• Medium-term expenditure framework (MTEF) to links budgeting with policy priorities and economic realities.</li> </ul>
6	Anti-corruption reforms	<ul style="list-style-type: none"> <li>• Establishment of economic and crimes commission (EFCC) and independent corrupt practices/ other related offences commission to reduce corruption, promote ethical conduct in public services.</li> <li>• Increased accountability to make public institutions answerable for their performance and in the use of public resources</li> </ul>
7	Whistle blower policy (2006)	<ul style="list-style-type: none"> <li>• Encourage citizens to report corruption practices with financial award/incentives</li> </ul>
8	Privatization and deregulation	<ul style="list-style-type: none"> <li>• Led by the bureau of public enterprise to reduce government direct involvement in business.</li> <li>• Bureaucracy to focus on core governance tasks</li> </ul>

**Source:** Authors' field work (2025)

ii. *Digital governance and public service delivery in Nigeria. Journal of public administration and local government, 4(1) 67-83.*

Bureau of public service reforms <https://www.igi-global.com>

Key institutions created to drive reforms implementation in Nigeria are:

- i. Bureau of Public Service Reform (BPSR)
- ii. Bureau of procurement (BPP)
- iii. Office of the Head of the civil service of the federation
- iv. National planning commission
- v. Budget office of the graduation
- vi. Central Bank of Nigeria (CBN) CBN is charged with the responsibility of financial inclusion and monetary stability (CBN, 2023).

These public sector reforms and the institution created in Nigeria were meant to provide a panacea to the problem of corruption and inefficiency in service delivery for socio-economic and political progress and development to take place. Interestingly, in order to entrenched transparency, meritocracy, accountability etc. In Nigeria public sector, reform introduces both in service provision and in the economy are driven by pressure from economic crisis, donor, imposition, citizen expectation, corruption, over-bureaucracy (Mkandawire, S. & Soludo, T. 2001).

#### **Overview of public sector reforms in respect of: Integrated personal and payroll information system (IPPIIS) operation system in Nigeria**

One of the transformation agenda of Nigeria Federal Government to create a centralized data base system necessary to facilitate automation and storage of personnel records, monitor staff evolvement payment, prevent wastage and leakages to ensure staff remuneration based on valid information account for IPPIS existence, <https://oat.gov.ng>.

Olowu, (2022) sees IPPIS to incorporate all federal government ministries, departments, agencies that draw personnel cost fund from consolidated account to ensure that prompt payment of salaries is channel directly to employees account with, appropriate deductions and remittance (tax, pension, union dues, cooperatives, bank etc.). As at march, 2014 IPPIS status shows 257,516 employees under it payroll with 218,330 as active employees, 123 as non-core agencies, 17 teaching hospitals and medical centers, 10 colleges of Agriculture and veterinary science, 37,0001 as federal ministries of industries, trade and investments 36,001 as National population commission, 35,004 as federal ministry of youths and culture, 29 MDAs on trial payroll and other bodies (copy right 2022) Office of the Accountant General of the Federation. IPPIS data capture and verification, <https://verification.ippis.gov.ng>.

IPPIIS prime goals accounting to John, H. (2007) are;

To enhance efficiency, prevent financial leakages and fraud (Ghost workers) ensure prompt payment of salary, improve transparency and accountability in public service budgeting, maintain accurate personnel data among others. It method of operation includes diagnostic measures to gather and analyze data, functional review and user-surveys to understand the challenges existing. It also reorganizes ministries and agencies, restructure salary systems, introduce new regulations to balance the need for improved service with fiscal constraint through enhancement of pay and benefit sustainability and managing cost. (Ippis-the OAGF website <https://www.agustoresearch.com>

### **Anti-corruption reform in public sector**

Corruption according to Garrido (2023) is any kind of violation of public interest to gain special advantage. It encourages deviant behavior that legitimizing private gains at public expense. It is a form of behavior devoid of ethics, morality, tradition, law and civil virtue which erodes the institutional capacity of government, disregard procedures, siphon resources, hired or promote official without regard to performance. The need to reduced corruption and to instill transparency and accountability in public organization led to the establishment of Economic and Financial Crimes Commission (EFCC) and Independent Corrupt Practices and another related agencies Commission (ICPC).

### **Term of Reference**

Anti-corruption reform commission functions according to Establishment Act 2004 to includes;

1. Receive and investigate complaints and prosecute offenders.
2. Examine the practices, system and procedures of public bodies to check fraud or corruptions.
3. Instruct, assist and advice any officer, agency or parastatal on how to eliminate or minimize corruption.
4. Educate the public to foster support against corruption, bribery and other related offences among others.
5. The act also prohibits and punishes offences pertaining to advance fee fraud and other fraud related offences (Uti, E. 2016).

Literature on anti-corruption commission shows that several arrest and prosecutions of government officials including past governance, serving senators were carried out by EFCC and ICPC. Nevertheless, the problem of corruption still persists and spread widely with branded names such as "appreciation, assistance, sorting, kick-back, pure water, bush allowance, gratification, inflated contract, roger, scam nails, 419 etc.

This study sees the reality of corruption in almost every aspect of Nigeria society as a challenge that has defiles solutions till date.

### **Civil Service Reforms**

Civil service reforms focus on improving personnel management, pay systems and career paths of public sector to enhance professionalism and performance with a view to promote adequate goods and services with increase accountability in public sector.

Public sector is the part of the economic that is control and funded by the government. It includes all government institutions. Federal, state and local government authorities as well as state owned -enterprise. This study sees public sector or civil service as:

*"A role-based organization, "an active end" of government and a machinery devoted to the execution of public policies to supply services to the public. It is characterized by administrative rules and procedures that links the civil society, the political class and public servants to define public goals" (Personal observation).*

In this study civil service reforms, its major phases and types and, its objectives is captured in table 1 of this paper for ease of reference. Nonetheless, the concept civil service in Nigeria find expression in the context of inadequacy in facilitating executions of public policies as machinery of government charged, with the task of carrying out the day-to-day duties for the well-being of Nigeria. Based on this, bureaucratic efficiency is advocated to serve as a preserver of the civilized life and instrument of social change Adebayo, (2015).

### **Bureaucratic Efficiency**

Bureaucratic efficiency according to Max Webber model is the ideal state where an organization achieves its goals with least waste of time, effort and resources. It is based on rational, rules-based administration which emphasizes hierarchy of authority, clear chain of command, accountability, division of labor, impersonal relationship among others.

Enang, (2025) sees “Bureaucratic efficiency” in terms of the ability of bureaucracy to impact positively on the living condition of the people through:

- i. Efficient service delivery
- ii. Mobilization of manpower and national resources to attain a high level of development
- iii. Address the problem of corruption and insecurity as preserver of civilized life and instrument of social change.
- iv. Instill discipline and accountability in public service performance to be sensitive to public needs in Nigeria

Bureaucratic efficiency is achieved through a system of recruitment and appointment which emphasis merit-based, non-politicized competent qualified personnel, a clear path for accountability in decision and actions. This provides the basis for bureaucracy to manage large-scale complex operation efficiently (<https://ecpr-eu.com>,) <http://pressbooks.online.ucf.edu>.

Experience of bureaucracy performance in Nigeria present different picture, a number of thinkers and social scientists express cynicism about federal bureaucracy ability to manage complex tasks successfully.

Clinton, (2000) sees bureaucracy as organization burden with red tape, senseless rules ineffective and inefficient as wasters of resources. He argued that, bureaucratization led to inefficacy through rigidity because, it strives innovation and adaptability, slow decision, making and delay action due to multiple administrative layers. It also creates an impersonal environment that reduces morale and overshadow effective outcome. These according to Clinton, (2000) constitute a drawback of bureaucratic efficiency.

Laski, (2022) view of bureaucracy shows that, it is a system control by officials whose power undermines the fundamental rights of the people. In the view of Karl Marx in Polombara, (2006) bureaucracy is a bourgeois phenomenon for exploitation and

alienation of the people. It is tied to a capitalist state where misuse and abuse of public office enhance elements of rigidity and impersonality. Other contending issues of bureaucracy in Nigeria shows the following:

- i. Excessive bureaucratic politics with little emphasis on performance and merit.
- ii. Administrative mediocre increased by patronage rooted in corruption and ethnic sentiments.
- iii. Poor work ethics and indiscipline by bureaucrats.
- iv. Excessive orientation to distribution of resource at the expense of production of goods and services.

Though public sector reforms (PSP) have succeeded in reducing ghost workers via IPPIS and created anti-corruption agencies to increase transparency, inconsistent and politicization of implementation of public sector reforms exist. Most designed reform exist only on paper, they are unevenly applied across ministries, departments, agencies etc (Olowu, 2003).

- i. Frequent instruction of political interest, abandoned reforms of monetization and performance -based promotion exist.
- ii. Bureaucracy resistance against entrenched interest leading to sabotage, lack of internal accountability mechanism, superficial compliance without real impact on efficiency and
- iii. Weak monitoring and evaluation framework which hinders sustainable and long-term reforms on public sector, public distrust and fatigue arising from repeated and abandoned reforms.
- iv. Weak institution capacity which manifests per data system, poor funding and low stage morale on reforms outcome.
- v. Public skepticism of corruption and lack of political will.
- vi. Poor diagnosis of public sector with substantial shortage of skill personnel.

Source: Agnes, & Lily, (2024) field work

## Reforms

Reforms in public service and within the scope of this study is, an action deliberately taken to improve the effectiveness, efficiency, professionalism and democratic character of public service in order to, enhance better delivery of public goods and services on the platform of accountability. (<https://bpsr.gov.ng>). Reforms exist to provide solutions to bureaucratic inefficiency in Nigeria for socio-economic and political progress and for development to take place. Makanjunola, and Soludo, (2001) identified four major types of reforms as;

- i. Fiscal/ monetary reform
- ii. Trade reforms
- iii. Structural reforms
- iv. Financial sector reforms each, focusing on specific economic inefficiency, severe balance of payment crises, high fiscal deficits and inflationary trend in Nigeria which led to IMF aided reforms in 1991 (<http://testbook.com>).

Reforms are also driven by pressure from donor imposition, citizen expectation, corruption, over-bureaucracy (personal observation). There is need therefore for greater responsiveness of public institutions to make public service more sensitive to public needs and concern.

### **Theoretical Framework**

- (1) The new public management model (Christopher, & Michael, 1990)
- (2) Third generation model (John, 2007)

The study adopts new public management and third generation models to explains public sector reforms and bureaucratic efficiency in service delivery in Nigeria.

New public management model by (Christopher, & Michael, 1990) that the use of market and quasit-market mechanisms should govern individuals and organizations. That is, reforms are suitable when the institutional context is conduct to the use of markets and managerial control (practice of private sector management).

The market reforms advocate for market transactions rather than hierarchical institutions in public sector, where purchasers will define what is needed to be produced, the provider concentrate to deliver services and the politicians define the policies in terms of the output purchases. The split enables competition among the public, the private and non-governmental organizations sector service providers, to reduce cost of production, improve quality of product while managers focus on output. The pressure on cost according to new public management model (NPM) will after the bargaining position of managers and workers over pay, conditions of service and productivity.

The assumptions of this model are that;

- i. The system of performance measurement, control and initiative will regulate the budget to instill financial discipline.
- ii. Service provider side of the transaction based on new governance arrangements will provide semi-independent agency that will operate under different employment laws and terms of employment of civil servants for discipline to be install.

The theory seeks to make public sector function more like the private sector with emphasis as:

*“Results instead of procedures, customer satisfaction, cost-effectiveness, managerial autonomy and performance-based rewards”.*

It applicability in Nigeria public sectors is imperative because, it;

- i. Focuses on efficiency and performance. Nigeria public sector has long been plagued by waste, redundancy and slow service delivery rooted in corruption; the theory encourages target setting performance metrics and value for money.

- ii. It calls for customer- centric approach which sees citizens as clients and not just subjects.
- iii. It introduces e-governance servicom, advocate for reduction of government in business as seen in Nigeria telecommunication and power holding sector.

### **The Third Generation Model (John, 2007)**

1. The third-generation model calls for results or outcome of services in place of purchasable products as a deciding factor for service delivery (market mechanism).
2. It advocates for improvement in accountability for adequate service declining of the bureaucrats and other public bodies.
3. It calls for a joined-up policy-making for effective service delivery in place of fragmented policies. Fragmented budgets are redesigned to be pooled into broader policy area where ministers are given horizontal portfolios, departments set up and, targets based on outcome not product.
4. It advocates for processes of evaluation to judge effectiveness and to strengthened core executive, to shift power from individual departments to the center of government.
5. It also advocates for development of skills for newly created organizational arrangement, commissioning of services, managing contacts and project and in communication and knowledge management (John, 2007).

These models were designed to shift emphasis of public sector reforms and bureaucratic efficiency from purchasable “product” to “outcome of service” (impact of service delivery on the people and the society). Restructuring bureaucracy so that it “works better and cost less” is a major objective of modern government. Guillemot, (2008) sees managerial reforms captured by the two models in terms of innovation, motivation of staff, strategic planning, total quality and, reengineering as agenda for good government characterized by “A government of quality, professional government which cost less, a digital government with improved regulations, honest and transparent to fulfill the main goal of public sector reforms”.

### **Research Methodology**

This study employed ex-post facto and cluster sampling technique in selecting sample for the study. Four hundred (400) respondents formed the sample. A design and administration of questionnaire was used to assess the impact of public sector reforms and bureaucratic efficiency in service delivery in Nigeria. The population of the study consist of academics from public universities, ministries and selected local government councils within four states (Ebonyi, Kogi, Akwa Ibom and Cross River State). the selection of these states is based on the proximity of the states to the researcher place of residence to, ease high cost of transportation. The questionnaire is a four-point scale of strongly agree (SA), agree (A), disagree (D) and strongly disagree (SD).

The discussion of the sample is based on the phenomena data on, the impact of integrated personnel and payroll information system (IPPIs), Anti-Corruption Commission (ACP) and Civil Service Reforms on Corruption, mismanagement of public fund and inefficiency in service delivery of public sector in Nigeria. Simple percentage was used to analyze the data and chi-square statistical technique was employed to test the research questions to guide the study.

### **Result and Discussion of Findings**

A total number of four hundred (400) sample were administered to the four selected ministries, four local government councils and two tertiary institutions in Nigeria. These were;

Ministry of Education & Onicha L.G.A (Ebonyi State; (60 samples), Kogi state (Min of Finance and Dekina L.G.A (75 samples), Akwa Ibom State (Min. of Information and Ikot-Ekpene L.G.A (80 samples) Cross River State (Min. of Economic, Planning and Budget, & Yakurr L.G.A (92 samples), University of Calabar (50 samples), and Cross River State University of Technology Ogoja Campus (43 samples). As earlier indicated, 400 samples were administered but 390 were returned leaving the attrition rate of 97.5% which is adequately representation, data were also elicited through secondary sources.

General information of public sector reforms and bureaucratic efficiency in Nigeria is measured in terms of;

- i. Impact of anti-corruption commission on corruption and fraudulent practices.
- ii. Impact of digital innovation on public financial management.
- iii. Impact of civil service reforms on effective and efficient service delivery.

**Table 2: Impact of Public Sector Reforms and Bureaucracy Efficiency on Service Delivery**

S/N		SA	A	D	SD	TOTAL
1	Corruption and fraudulent practices are drastically reduced following anti-corruption reforms implementation in Nigeria public sector.	70 18%	73 19%	118 30%	129 33%	390
2	Financial leakages and lack of transparency and accountability in Nigeria public sector exist despite the introduction of digital innovation (IPPIs, TSA and GIFMIS)	125 32%	126 32%	62 16%	77 20%	390
3	Civil service reforms enhance efficiency and effectiveness of service delivery in Nigeria	59 15%	68 17%	130 33%	133 34.1	390
4	Decentralization and privatization reforms has contributed tangible to the socio-economic development in Nigeria for the wellbeing of the people.	61 15.6%	64 16.4%	132 33.9%	133 34.10	390

**Source:** Author's fieldwork (2025)

The result in table 2 showed that respondents under strongly agree (SA) and agree (A) total 143 (63.7%) are those who agreed that anti-corruption reform implementation has reduced corruption and fraudulent practices in Nigerian public sector. On the contrary, 247 under D and SD constituting (63.3%) disagreed that anti-corruption reforms implementation has reduced corruption and frauds in Nigeria public sector. Since the level of disagreement is higher, this implies, anti-corruption implementation body (EFCC) and ICPC operation did not solve corruption problem. This is attributed to the nature of Nigeria's political economy, the weak institution of government and a dysfunctional legal system. These and more makes corruption a systematic issue in Nigeria.

Obayelu, (2007) assert that fraud and corruption in Nigeria is an "industry" of its own with complete stakeholders, investors and return profit organized, with interval coordination for a vertical exchange of benefit. This system according to Obayelu (2007) grows at every level from school to graduation, children to adulthood, micro to macro levels to ensure that corruption is maintained in perpetuity. The general idea here is that, those who serve or have served in public office without accumulating ill-gotten wealth are considered as fools. This paper also observed that, Nigeria political and economic system does not hold leaders accountable but instead impunity reign supreme and the greatest fraudsters are celebrated in Nigeria. In the context of this, the problem of corruption remains in traceable in Nigeria.

Table 2 computation shows a total of 251(64.4%) of respondents under SA and A who agreed that financial linkages, lack of transparency and accountability still pose a problem in public sector despite digital innovation introduced. On the reverse, 139 (35.6%) of respondents under D and SD disagreed that financial linkages and problem of transparency and accountability exist following digital innovation in the public sector of Nigeria. Since the level of agreement of 64.4% is higher than 35.6% disagreement, it shows that digital reforms introduced did not address the problem of financial linkages, accountability and transparency problem in Nigeria public sector. Reasons are;

1. IPPIS reforms implementation faced series of challenges such as strive resistance from agencies particularly universities, system rigidity to accommodate peculiarities of different agencies, data privacy and security, lack of real-time updates for stage records among others.
2. IPPIS is also faced with high initiative costs, limited autonomy and complexity in maintenance, complain of non-payment of allowances and arrears, non-remittance of funds etc.
3. Although IPPIS aimed to curb corruption and waste by digitizing payroll and permanent records. [ippis.gov.ng](http://www.ippis.gov.ng), <https://www.ippis.gov.ng>, it faced poor implementation, resistance to challenges from stakeholders and poor infrastructure besides, the issue of outdated software and poor skill transfer, these and more undermines its effectiveness in public sector management in Nigeria.

None the less, this study observed that, digitalization of government service provides the basic for online passport application, business registration, national identity number (NIN) and a reduction in corruption by eliminating ghost workers and curbing payroll fraud (personal observation).

Table 3 result equally revealed that, out of 390 respondents, 127 (32.6%) respondents under (SD) and (A), agreed that Civil Service reforms enhance efficiency and effectiveness of service delivery. On the contrary, 263 (67.4%) respondents under (D) and (SD) did not see efficiency and effectiveness in Nigeria Civil Service despite the Civil Service reforms implementation. Since 67.4% respondents of those disagreed is greater than (32.6%) agreed. This implies, the problem of inefficient and ineffective provision of goods and service still exist despite the reforms implementation of Nigeria public sector. This clearly shows that, restructuring of public institutions, rebuilding of human resources through merit-based systems and capacity building as well as, reform laws application to ensure merit-based appointment and to, reduce political influence in Nigeria public sector operations, is yet to be address by the bureau of public service reforms <https://bpsn.gov.ng>. Issue of law morale and committed by the staff of Nigerian public sector according to Olowu, (2002) arising from meager salaries and poor conditions of service. This account for inefficiency in service delivery. This study observed that efficiency and effectiveness in service delivery rest on the quality of personnel in an organization, it commitment and discipline, Nigeria is yet to produce such.

Table 4 result revealed 125 (32%) respondents under (SA) and (A) as those who agreed that decentralization and privatization reforms implementations contribute positively to socio-economic development in Nigeria. On the reverse, 265 (68%) of respondents under (D) and (SD) said, decentralization and privatization reforms did not contribute to socio-economic development in Nigeria. Since the level of agreement (32%) is less than (68%) of those disagreed. This shows that privatization and decentralization reforms is weak to transform Nigerian public sector qualitatively.

Opinions of scholars in privatization issues reveals that, transferring some governmental powers and functions to lower levels of government or other bodies and adoption of market-based solutions, or deregulation of management techniques did not improve the performance of public sector in Nigeria but, a means of distributing patronages besides, this according to Okon, (2005) is meant to perpetuate inequalities in distribution of national wealth in favor of a powerful but microscopic Nigeria elites (the wealthy few). This explain why the classification of aims and objectives of private sector organization is usually difficult in terms of results/achievement and efficiency in service delivering that will benefit the people.

**Table 3:** Summary of Chi-Square ( $X^2$ ) Analysis with Respect to the Four Tables on Public Sector Reforms and Bureaucratic Efficiency

S/N		A	D	TOTAL
1	Corruption and fraudulent practices (table 2.1)	143	247	390
2	Financial leakages and lack of transparency and accountability (table 2.2)	251	139	390
3	Inefficiency and ineffectiveness in service delivery (table 3.3)	127	263	390
4	Socio-economic development (table 2.4)	125	265	390
	<b>Total</b>	<b>646</b>	<b>914</b>	<b>1,560</b>

**Source:** Author's fieldwork, 2025

**Table 4:** Chi-Square ( $X^2$ ) Analysis of Observed and Expected Variables on Public Sector Reforms and Bureaucratic Efficiency in Service Delivery

VARIABLES OF		EF	OF-EF	OF-EF <sup>2</sup>	<u>OF-EF<sup>2</sup></u> EF
1	143	161.5	-18.5	342.25	2.1
2	251	161.5	89.5	8,010.25	49.6
3	127	161.5	-34	1,156	7.6
4	125	161.5	-36.5	1,332.25	8.2
5	247	228.5	18.5	342.25	1.5
6	139	228.5	-89.5	8,010.25	35.1
7	263	228.5	34.5	1,190.25	5.2
8	265	228.5	36.5	1,332.25	5.8
<b>Total</b>	<b>1560</b>				<b>115.1</b>

**Source:** Author's fieldwork (2025).

The degree of freedom (df)

$$= (c-1) (2-1)$$

$$Df = (2-1) (4-1)$$

$$Df = 1 \times 3$$

$$= 3$$

Calculated ( $X^2$ ) value = 115.1 at df=3

Critical value at 0.05

### Decision Rule

Accept null hypothesis if the calculated value is less than the critical value, since calculated ( $X^2$ ) value of 115.1 is greater than 7.815 critical value at 0.05. The study accepts that: there is a positive relationship between public sector reforms and bureaucratic efficiency in service delivery in Nigeria.

## **Conclusions**

The main aim of the study is to assess the impact of public sector reforms and bureaucratic efficiency on public service delivery in Nigeria. In line with the objective, the general information of public sector reform and bureaucratic efficiency is measured in terms of:

- i. Impact of anti-corruption reform on corruption eradication
- ii. Digital innovation on the efficient public financial management
- iii. Civil service reform on service delivery and privatization reforms for socio-economic development of the people.

The findings show that the reforms did not solve deep-rooted problems of corruption and inefficiency of public sector which results to poor service delivery and mismanagement of public resources. Almost all the reforms advocated and a few examined in this study have failed to live up-to its projections. The privatization and decentralization reform help to widen the gap between the rich and the poor to intensify inequality in resource accumulation to benefit the wealthy few.

IPPIIS digital implementation reform faced challenges such as skill transfer problem, non-payment of allowance and arrears, system rigidity, resistance to challenges from ASUU and other stakeholders, hindered its core objective, transparency and accountability in public financial management.

Anti-corruption reform operates in the system that intensify corruption and discourages integrity and excellence in character in the operation of public sector. This makes Nigeria to pay dearly for ethical lapses and inefficiency in public service delivery.

## **Significance of the Study;**

The study is significant on a number of grounds.

It focuses on the impacts of public sector reforms on service delivery which, touches on the well-being of the people in Nigeria. This provides a platform for policy makers to assess critically the impact of reforms as a guide to proper implementation of public programmes. The study has demonstrated its originality and empirical theoretical relevance by, establishing the relationship between public sector reforms, bureaucratic efficiency and service delivery to eliminate waste of resources for professionalize civil service required for the well-being of the people.

Theoretically, the study has contributed to knowledge by testing the applicability of the assumptions of New Public Management and third generation models which capture the need for the use of managerial control, market reforms and improvement in accountability for adequate service delivery, under different employment laws and terms of operations. This captured the need according to Christopher and Michael (2009) to provide a public service that is more citizens-centric, professional and service oriented to foster national development and improvement in the lives of the people.

Thus, future researchers might consider this study as research opening to explore more on public sectors reforms and service delivery.

The results of the study have implications for public policy, public accountability, public administration and effective government performance.

### **Recommendations**

1. The public sector reforms in Nigeria calls for multi-facet approach that incorporate legal institution and technological changes. Nigeria needs long term strategy that focus on transparency, accountability and efficiency.
2. Clear rules and regulations based on ethical guidelines and professional standard, job description, performance expectation, consistence policy to prevent favouritism.
3. The study also advocates for strong leadership and accountability, performance-based management, regular audits and evaluation among others. Discipline in the public sector must be rooted through strong leadership, clear system, ongoing training and genuine commitment in public reforms implementation.

### **References**

Adebayo, A. (2015). *Combating fraud and white-collar crimes: Lessons from Nigeria*, Paper presented at the 2nd Annual Fraud and Corruption Africa Summit.

Afegbua, S., & Ganiyu, L. (2017). Reordering state–society relations: Africa's public service delivery and performance review, *Journal of Public Service Administration*, 4(2), 45–60.

Agnes, U., & Lily, N. (2024). Public administration and development of public programs in Nigeria: Reappraisal of the contending issues, *Journal of Public Administration, Policy and Governance Research (S P A P G R)*, 2(3), 169–183. <http://pagr.com.index.pdp/research>

Bureau of Public Service Reforms. (n.d.). *Official website*. <https://bpsr.gov.ng>

Clinton, B. (2017). *Problems of bureaucracy in the United States*, Reform Commission.

Elemi, I. A. (2016). Corruption and other related offences II: Money laundering and abuse of functions and discretion. In O. E. Utu (Ed.), *Anti-corruption studies* (Vol. 1, pp. 61–103). Calabar, Nigeria: Stiffaith Orints and Supplies Press. ISBN 978-051-121-0.

Enang, A. U. (2021). Democracy and national development: The Nigerian experience, *International Journal of Democratic Studies (IJDS)*, 5(1), 15–25. <http://journal.rcmss.com/index.php/ijdds>

Enang, A. U. (2025). State and development challenges in Africa: Conceptual and theoretical issues. *International Journal of Advanced Research in Public Policy, Administration and Development Strategies (IJARPADS)*, 7(1).

Garrido, R. S. (2023). Corruption, drug trafficking and the armed forces (retired). Retrieved from <http://www.iniorg/article/corruption-drug-traking-and-armedforces>

Guillemot, M. C. (2009). *Public sector reform: An introduction*, Tools and Methods Series. European Commission. <https://documents.worldbank.org>

Mkanadamire, S., & Soludo, T. (2001). *Reforming public institutions and strengthening governance: An implementation update*. Washington, DC.

Office of the Accountant General of the Federation. (2014). *Integrated payroll and personnel information system (IPPIS)*. <https://oagf.gov.ng/initiative/ippis>

Okon, E. (2012). Corruption as an impediment to the implementation of anti-money laundering standards in Nigeria, *American International Journal of Contemporary Research*, 2(7), 184–189.

Okoye, A. (2017). Public sector reforms and national development in Nigeria, *MALOPS*, 5(1).

Olowu, O. (2022). *Public sector financial reforms*, Office of the Accountant General of the Federation.

Pepper, A. (2005). *Federal government public service commission*, Abuja, Nigeria.

Ribadu, N. (2014). *Public management reform* (2nd ed., p. 17), Oxford, England: Oxford University Press.

Schacffer, B. (2015). The deadlock in development. In C. Keys (Ed.), *Politics and change in developing countries*, Cambridge, England: Cambridge University Press.